

30 August 1977

MEMORANDUM FOR: Mr. Bowie
Mr. Lehman

FROM: :

SUBJECT : National Intelligence Review Concepts

I. The National Intelligence Review Panel (NIRP)

This panel is to consist of five full-time generalists, who are recruited outside the IC for terms of three years (more or less). The employment of part-time (e.g., three days per week) panelists is, however, for consideration, though the problem of scheduling the activities of the panel and its members seems to rule against part-timers. The members are to have a variety of backgrounds, for example: one ex-intelligence type; one retired military; one retired (or ex-) foreign service officer or ambassador; two academics (one economist or scientist, one political scientist or policy analyst).

The function of the panel will be to extend the capacities of the D/DCI/NI for critical review of NIEs and other papers of similar import. The D/DCI/NI will be Chairman, ex officio, of the NIRP. He may designate acting or temporary chairmen from the membership of the panel for special purposes.

The Panel will perform its functions by combining individual and collective judgments. That is, panel members will normally be expected to prepare individual written critiques of papers under review, but the Panel may also (at the option of its Chairman) prepare and submit collective judgments, which may or may not have minority positions stated as the Chairman decides. As a rule, however, the NIRP and its members will not

be limited to ex post reviews of completed works. On the contrary, panel members will be expected to familiarize themselves with and follow the development of important NIEs (or other papers), not necessarily from the beginning but perhaps from the completion of the first presentable review draft. In selected cases, when important papers also have specialist panels reviewing them and advising on their preparation, it may be desirable for the NIRP member who is watching the preparation of the paper to serve as ad hoc chairman of the specialists panel. In the later stages of the preparation and review process, preferably while there are still alternative options among which choices must be made, it may be desirable for one or more of the NIRP panelists, along with the D/DCI/NI (and possibly one or more of the specialists concerned), to meet with the DCI on the paper.

II. The National Intelligence "Specialists" Review Panel

This panel (actually a roster from which individuals and panels may be drawn) will consist of consultants recruited from outside to assist in the quality control and review process. Candidates for employment on this panel may be nominated by the NIOs, Office Directors, or analysts but final selection will be made by the D/DCI/NI. The normal practice will be for consultants to be selected and processed in advance for anticipated requirements so that they may be called in when needed. When the need arises, qualified consultants on the roster will be approached and asked to commit themselves for whatever amounts of time the need is believed to require.

Specialists will, in effect, perform the same function as the NIRP and its members (i.e. extending the capacities of the D/DCI/NI) but with two differences: first, they will naturally address their attentions to the more technical or specialist aspects of the subject over which they are competent; and, second, they will work more directly with and for the NIOs concerned. Specialist panel members may also perform a third service (perhaps largely to the exclusion of the critical review function), namely, as advisors on the preparation of papers having important elements derived from their areas of specialty.

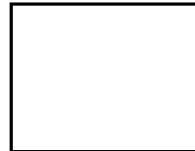
The specialists will normally work as individuals, providing their advice, critique, etc. to the analysts, the NIOs, or to the D/DCI/NI as appropriate depending upon where the paper with which they are concerned is on the production chain. On occasion, however, they may also work as panels, which may have chairmen, perhaps in the person of one of the members of the NIRP. When functioning collectively the specialists may issue collective judgments (with dissenting opinions) if requested to do so

by the D/DCI/NI. Specialists may also, in suitable instances, participate in the discussion of papers with the DCI.

III. Comment:

The paragraphs above attempt to reproduce the substance of our discussion on 25 August. I am still not entirely comfortable with the interface between the consultants ("specialists") and the Review Panel because the role of the former still seems to me to pertain more to the production than to the review of estimates etc. But my reservations may only reflect my lack of familiarity with the way the preparation of papers proceeds.

This is strictly a think piece, such as was requested at our meeting. Once the edges are rounded to satisfaction, I shall be happy to undertake to draft a formal organizational paper, if that is called for.



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